

Delaware

It's good
being first

THE FIRST

ing Cash Balance

Current Assets

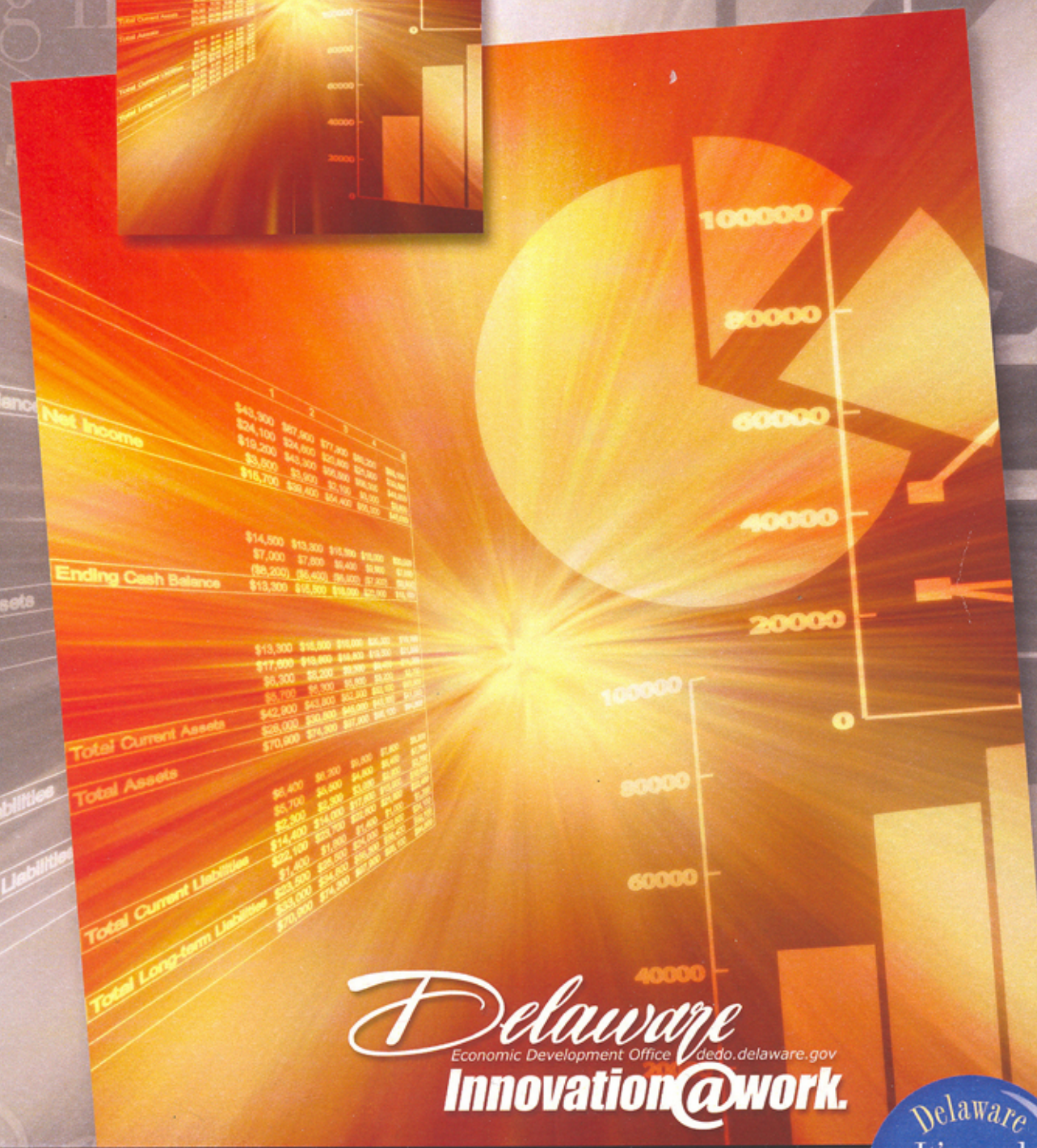
Assets

Current Liabilities

Long-term Liabilities

Economic De

2008 Marketing Plan



	1	2	3	4
Net Income	\$40,900	\$67,900	\$77,800	\$80,200
Ending Cash Balance	\$24,100	\$24,800	\$25,800	\$26,800
Current Assets	\$19,200	\$40,900	\$50,800	\$52,800
Assets	\$3,800	\$3,900	\$3,100	\$3,100
Total Current Assets	\$15,700	\$38,400	\$44,400	\$45,500
Total Assets	\$14,500	\$13,300	\$15,500	\$15,000
Current Liabilities	\$7,000	\$7,000	\$6,400	\$6,900
Long-term Liabilities	(\$6,200)	\$6,400	\$9,100	\$7,800
Total Current Liabilities	\$13,300	\$13,300	\$15,500	\$14,700
Total Long-term Liabilities	\$17,800	\$19,800	\$14,800	\$14,700
Total Liabilities	\$31,100	\$33,100	\$30,300	\$29,400
Equity	\$1,400	\$1,900	\$1,200	\$1,600
Total Equity	\$1,400	\$1,900	\$1,200	\$1,600
Total Liabilities & Equity	\$32,500	\$35,000	\$31,500	\$31,000

Delaware
Economic Development Office dedo.delaware.gov
Innovation@work.

Fiscal Year 2008 Marketing Plan



Innovation@work.

Table of Contents

I. EXECUTIVE SUMMARY	2
MARKETING OBJECTIVES	4
SERVICES	3
RESOURCES NEEDED	3
PROJECTED OUTCOMES	5
II. ORGANIZATION DESCRIPTION	4
III. STRATEGIC FOCUS AND PLAN.....	4
MISSION/VISION	4
IV. SITUATION ANALYSIS.....	5
SWOT ANALYSIS SUMMARY	6
INDUSTRY ANALYSIS/TRENDS	7
ORGANIZATIONAL ANALYSIS	6
ORGANIZATIONAL RESOURCES.....	7
CUSTOMER ANALYSIS	8
V. MARKET FOCUS.....	7
MARKETING OBJECTIVES	7
TARGET MARKETS.....	8
POINTS OF DIFFERENCE	8
POSITIONING.....	8
VI. MARKETING PROGRAM.....	8
PRODUCT AND PRODUCT STRATEGY	8
PROMOTION	9
VII. DATA AND PROJECTIONS	29
COSTS	29
VIII. IMPLEMENTATION PLAN	31
IX. EVALUATION AND CONTROL/PERFORMANCE MEASURES	32

I. Executive Summary

“If you always do what you’ve always done, you always get what you’ve always got.”

There is perhaps no truer statement when it comes to marketing. This document is entitled as the Delaware Economic Development Office’s marketing plan for FY 2008. However, this document is designed to provide a solid framework on which to build future plans. This document is designed to be fluid – evergreen as changing circumstances dictate. This marketing plan consists of a mix of some tried-and-true traditional marketing methods, but, perhaps more importantly, seeks to get out of the comfort zone with what may be considered radical marketing elements. It’s that distinctive difference that allows you to stand out in the crowd. Delaware is competing not only with 49 other states, but also with at least a dozen forward-thinking countries. With this in mind, we’re competing for business with at least 60 other entities where almost all can find ways to claim “we have a low cost of living, the best infrastructure and access to the world, and a really great quality of life.” While we recognize that these elements are absolutely important, it is arguably more important to demonstrate how we stack up comparatively to the competition. This plan seeks to combine traditional elements with a more radical approach to highlight the attributes that no one else (or at least very few) can claim! It’s those distinctive differences that will be instrumental in closing the sale, whether it’s in recruiting or expanding a business or attracting a skilled workforce. We have many distinctions already in place – and there are more innovations to come. Delaware doesn’t have an image problem. The problem is, Delaware has no image. But, what a great position to be in! We have the power, now, to fully craft whatever it is we want our audience to perceive about us.

Marketing messages tend to “tell” people about all the great things we have to offer. Not this plan. We’re approaching it with the end user in mind. Rather than the “we’ll tell you what you need” approach, we’re looking at it as a “let’s give them what they want” approach. DEDO’s marketing approach will answer the “what’s in it for me?” question from the customer’s point of view.

This is a plan that’s purposely designed to not be “BIG!” We cannot be all things to all people – that’s old thinking in marketing. The hard part is already done – the targeted clusters have already been defined. This plan is designed as a surgical strike – quick, highly targeted, and very intense. It’s now time to spread the word in a way that’s more than just memorable – it socks them between the eyes. It’s innovation at work.

Marketing Objectives

This plan is designed to support the mission of the Delaware Economic Development Office. Additionally, this plan serves as a complement to the overall annual DEDO Strategic Plan.

In support of the DEDO mission, the marketing objectives for FY07 include:

- Raise awareness among target audience of Delaware as the top location for business location or expansion
- Position Delaware as an economic development engine fueled by research and development
- Provide traditional and non-traditional marketing tools to enhance office-wide sales efforts

Services

DEDO serves as the catalyst for expanding current Delaware businesses and encouraging new business investment throughout the state through:

Senior Leadership:

- **Director**
- **Deputy Director**
- **Executive Assistant**
- **Director, Centers of Excellence**
- **Director, Marketing & Communications**
- **Director, Cluster Business Development**

Economic Development Clusters:

- Automotive Manufacturing & Auto-related Businesses
- Banking, Insurance, & Financial Services
- Biotechnology & Life Sciences
- Chemistry & Advanced Materials
- Health Sciences & Medical Device
- Tourism

Centers of Excellence:

- Capital Resources
- Infrastructure & Intergovernmental Relations (site selection)
- Entrepreneurial & Small Business Support
- Workforce Development

Resources Needed

1. Human capital: Marketing, Cluster Market Leaders, Centers of Excellence Leaders, Research, Senior management
2. Technology
3. Outsourced vendors: collateral, technology (as needed)

Projected Outcomes

Short Term (July 1, 2007 – December 31, 2007):

- Marketing tools created and/or updated to enhance office-wide sales efforts
 - Marketing tools position Delaware as a leader and innovator in research and development
- Long Term (July 1, 2007 – December 31, 2008):
- Increase in business investment in Delaware
 - Worldwide perception of Delaware as the best location for business location and expansion
 - Perception of Delaware as a leading environment for business start-ups
 - Increase in state GDP

II. Organization Description

The Delaware Economic Development Office (DEDO), while a state organization, was organized and structured to emulate a private enterprise. As the key “sales office” of Delaware, DEDO is responsible for attracting new investors and businesses to the state and promoting the expansion of existing industry. Recent success stories include Air Liquide and AAA for business relocation; DuPont, Hercules, and Playtex for business reinvestment; and Dogfish Head Brewery, Swift Financial, and SP&S for small business start-ups and expansions.

The overall marketing strategy is three-fold:

- Develop and/or enhance marketing tools and collateral to support sales effort
- Position Delaware as a leader and innovator in research and development
- Execute unique and/or innovative marketing strategies specific to each Cluster or Center

III. Strategic Focus and Plan

As a result of existing businesses and rapid technology advancements, Delaware is uniquely positioned to promote itself as an innovator and integrator in research and development. Delaware’s sustainable competitive advantage is in its business-friendly legal system, predictable tax environment, and uncommon access to federal, state, and business leaders.

Mission/Vision

The mission of the Delaware Economic Development Office (DEDO) is to be responsible for attracting new investors and businesses to the State, promoting the expansion of existing industry, assisting small and minority-owned businesses, promoting and developing tourism and creating new and improved employment opportunities for all citizens of the state.

The vision of the Delaware Economic Development Office (DEDO) is to be the standard of excellence in economic development that results in an evergreen organization, nationally recognized for a lasting legacy of innovation and prosperity for Delaware businesses and citizens.

Goals

The overall goal of the marketing plan is to successfully create and reinforce the perception that Delaware is the ideal location in which to locate or expand a business.

IV. Situation Analysis

SWOT Analysis Summary

Strengths	Weaknesses
<ul style="list-style-type: none"> – Staff – Unified senior leadership – Tools/offerings – Resources – Positive, forward-thinking attitude – Real business expertise; diverse experience – Well-educated team members – Creativity, diversity, humor, culture – Long-term senior leadership 	<ul style="list-style-type: none"> – Old or “riptide” thinking – Limited time – Learning curve of new staff – Budget limitations
Opportunities	Threats
<ul style="list-style-type: none"> - Clean slate in which to position state - CEO group (former SEC) - Shaping public perception - BRAC realignment to Aberdeen - Gas line in Sussex County - Beach St. High Tech Incubator 	<ul style="list-style-type: none"> – Negative external perceptions – Economy in transition – National incidents and security – Regional competition – Parochialism

Industry Analysis/Trends

While the framework exists for regional collaboration with our neighboring states, parochialism still exists in areas of business relocation. Many of our neighboring states focus on creating jobs, while Delaware's focus remains on creating, growing, and sustaining businesses. With so many states competing for business, top states will identify and heavily promote their core competencies. In competing in international markets, trends indicate the need for cutting-edge technology and innovation to reach this time-starved audience. Those states that can uniquely position their core competencies and cogently demonstrate cost-effectiveness and ease of incorporation will be the most successful in attracting and retaining businesses.

Current Status

Delaware	
Core Strength	Business-friendly legal system
Secondary Strength	Rapid response; access to government
Next Strength	Strong R&D presence
Biggest Weakness	Lack of marketing and market awareness
Second Weakness	Limits on land mass and infrastructure
Next Weakness	Community resistance

Organizational Analysis

DEDO has a unique opportunity to position itself as an R&D innovator and leader among targeted national and international markets. DEDO needs to ensure buy-in from all organizational levels to achieve maximum effectiveness.

Organizational Resources

To execute the marketing plan, all coordination efforts can be completed in-house. As a result of workload and staff limitations, some work may be outsourced (i.e. collateral development, some technology). Delaware's Business Marketing Program, as outlined in HB250, in conjunction with non-state contributions, when available, will serve as a funding mechanism for this Marketing Plan as a business marketing and recruitment tool. Budget limitations may impede complete plan execution. Should budget issues occur, staff will determine an alternative strategy.

Customer Analysis

Consumers must have the ability, willingness, and authority to purchase what we are selling to be considered a market.

Customer Characteristics

Cluster Target Markets:

Automotive - Plastics manufacturers and plastics related resource providers in the aerospace/aviation, automotive, and medical industries, among others; automotive suppliers

Banking, Insurance, & Financial Services - Major US and international banks, trust and money management firms and risk management services organizations (operations centers and HQ's)

Biotechnology - R&D companies

Chemistry & Advanced Materials - Colloids, nanoparticles, polymers, catalysts, advanced materials, biochemistry, biopharma, and pharma-related companies

Health Sciences, Medical Device & Instrumentation – Health care, medical technologies; R&D companies; medical device & instrumentation manufacturers, clinical trials

Tourism – Sports & event planners; tourism attractions

Key Influences on the Buying Process

To be determined with cluster and centers leaders – what makes the target market choose one state over another? What factors influence their decision to buy? What's in it for them? Why do they buy? What do they want?

Each Cluster and Center business plan offers a detailed analysis, but a few influencing factors surface within each plan: availability of a skilled workforce, low cost of doing business; business-friendly laws and environment.

V. Market Focus

Marketing Objectives (Projected Outcomes restated)

Short Term (July 1, 2007 – December 31, 2007):

- Marketing tools created and/or updated to enhance office-wide sales efforts
- Marketing tools position Delaware as a leader and innovator in research and development

Long Term (July 1, 2007 – December 31, 2008):

- Increase in business investment in Delaware
- Targeted worldwide perception of Delaware as the best location for business location and expansion
- Perception of Delaware as a leading environment for business start-ups
- Increase in state GDP

Target Markets

Overall Target Markets:

- Decision-makers of profitable small, medium, and large businesses within the automotive, biotechnology, chemistry, financial services, health sciences, and tourism clusters.
- Site selection consultants and corporate real estate executives
- Entrepreneurs and small business start-ups
- Influencers of decision-makers – i.e. higher education officials; chambers of commerce; business associations

Points of Difference

Delaware offers distinct competitive advantages that few, if any, other states can claim, which include:

- 60%+ of Fortune 500's are incorporated in Delaware
 - 200+-year history of business-friendly laws
 - Uncommon access to state and federal lawmakers – we're nimble
 - Innovation and integration in research and development
- Third-party endorsements, including the 2007 New Economy Index rankings; 2007 CFED Development Report Card for the States; AAA bond rating; fDi magazine ranking; CFO magazine ranking – all rate Delaware very highly

Positioning

- Delaware will be positioned as the ideal location in which to locate or expand a business.
- Delaware will be positioned as an innovator and integrator in research and development.

VI. Marketing Program

Product and Product Strategy

The product is the state of Delaware as being the ideal business location and as a leader in R&D. The product promotion strategy is contained within the marketing mix, outlined as follows:

Branding

- Delaware's distinctive brand is built on being the ideal location in which to locate or expand a business as a result of innovation – innovation in both government response time and pro-business enabling legislation as well as innovation taking place within Delaware's businesses. Delaware's core competencies will drive the brand. The Delaware brand image will be built over time through consistent, coordinated marketing efforts. Defining the brand will be based on Delaware's core competencies that no other state or location can claim.

To support the brand, we have developed an organizational positioning statement, descriptive not only to our organization, but also to Delaware as a state. This positioning statement is contained within a new logo:



This tagline speaks to DEDO's proactive, progressive momentum as well as positions the state of Delaware as a worldwide leader in innovation (R&D, IP Business Creation program).

Promotion

Delaware's promotional efforts will focus outside Delaware, targeting both global markets and locations within the U.S. that are inhospitable to business.

Promotion Objectives

Objectives of the promotional campaign include:

- Generate interest
- Increase awareness
- Persuade targets to invest
- Stimulate investment

Primary Message

Through Integrated Marketing Communications efforts, Delaware will convey a consistent message that reinforces the notion that Delaware is worldwide leader in innovation and integration and that Delaware is indeed the ideal location in which to locate or expand a business.

Promotion Blend

Delaware's promotion blend will maximize use of technology while seeking to keep costs low. The promotion blend will include a mix of public relations, earned media, personal selling, e-marketing, and paid advertising.

Public Relations:

Pull Marketing:

Good Old Fashioned PR:

Yes, this is exactly what it sounds like because some of the classic methods never go out of style. DEDO will engage in public relations – meaning, actually meeting with the people we serve, both prospects and stakeholders. Word-of-mouth is arguably the most powerful form of marketing and generating a positive perception is absolutely essential. Public relations is purposely listed first in the promotion blend, as all other marketing mix elements are designed to complement PR efforts.

The Cluster Leaders will continue networking with current clients and prospects, but others in the office who do not necessarily interact with customers on a daily basis will now do so, as follows:

- **Director and Deputy Director** - The Marketing Unit's Media Relations Manager, with assistance from the PR Specialist, will arrange for the Director (and Deputy Director, as warranted) to be in the public eye at least once per month. This PR effort will include speaking engagements (chambers of commerce, Rotary functions, etc.), scheduled meetings with small business owners at a "town hall" type of setting – i.e. at a local diner, and scheduled one-on-one meetings with both large and small business executives. We will also create, twice a year, an **"Open Door for Business"** event in the DEDO office, where business professionals can spend 10 minutes speaking with the Director one-on-one. We will also explore hosting a "business roundtable" breakfast event or a "quarterly mixer" where business professionals will also have an opportunity to meet in an open forum with the Director.

The purpose of the Director's visits and meetings is to listen to the concerns and triumphs of Delaware business and seek their opinion and input. Should a follow-up be in order, attending support staff will provide detail to the appropriate staff person for follow-up. The overarching goal is to create a buzz about DEDO's being in touch with the business community.

- **Deputy Director** - In an effort to build relationships with state legislators and keep them abreast of our latest work, the Deputy Director will seek opportunities to meet with or casually interact with legislators. On average, the Deputy Director will meet with legislators either one-on-one or as a small group at least once per month.

- **Executive Assistant** - With innovation at the forefront of our Delaware-based colleges and universities, the EA will look for opportunities to partner with higher education. The EA will meet with a university executive at least once per quarter. The goal is to build relationships with these individuals, keep them abreast of the latest DEDO work, encourage entrepreneurialism, and seek opportunities where we can connect business with students, particularly graduating seniors. The EA will work with the **Workforce Unit Director** as appropriate.
- **Marketing & Communications Director** - Within Delaware businesses, communication directors could potentially serve as valuable DEDO proponents. At least once per month, the Marketing & Communications Director will meet with and seek to build relationships with communications directors from our legacy companies as well as newer businesses. The goal is to keep communications directors abreast of the latest DEDO work and build a relationship of trust where, if the firm should need some assistance, the communications director will encourage the company executive to contact us first.
- **Centers Director, Cluster Market Leaders, Centers Leaders, PR Specialist, entire Senior Leadership as appropriate** - The primary goal of this initiative is to increase DEDO's visibility throughout the state. As such, senior leadership, Cluster Leaders, Centers Leaders, and the PR Specialist will be called upon to attend select business-related functions – i.e. chamber of commerce functions, business association functions, possibly black tie events. Attendance at such events will be decided on a case-by-case basis.

DEDO's Cluster and Centers of Excellence Leaders offer highly skilled expertise in their respective fields. We have a tremendous opportunity to showcase their talent and experience which will assist in raising their profile and credibility. As such, the Cluster and Centers Leaders will publicly speak at a business event or participate in a panel discussion at least once per quarter. The Cluster and Centers Leaders will seek out such speaking opportunities with assistance from the **Media Relations Manager, PR Specialist, and Cluster and Centers of Excellence Administrative Assistants**. Additionally, **Centers Directors (Capital Resources, Workforce Development, and Infrastructure & Intergovernmental Relations)** will serve on business-related committees as appropriate, such as Chambers of Commerce committees, which apply their expertise. For speaking engagements, Cluster and Centers Leaders will create their own draft remarks for their respective appearances. The Marketing Unit will edit as needed.

Earned Media:

Earned media is defined as “effective media relations maximizing coverage and placement of stories and messages in the mass media without paying for it directly through advertising.” A well-written story appearing in a respected publication adds tremendous credibility to an organization or product as it has the aura of a third-party endorsement. Earned media is a powerful form of public relations. As such, the Media Relations Manager and PR Specialist will

seek every opportunity to pitch stories to the media. Opportunities will arise from such areas as Cluster Leader success stories, Capital Resources successful projects, and Entrepreneurial & Small Business and Workforce Development initiatives. DEDO's Marketing & Communications Unit generated over \$3.5 million in earned media value in FY 2007. The goal is to generate at least \$5 million in value in FY 2008. Additionally, in every case possible, DEDO as a whole will continue to be proactive with regard to potential economic downturns – company closings, layoffs. When possible, before word is out to the media on a potential downturn, we will strategize internally with key staff and have a prepared statement ready to go.

Our earned media strategy is as follows:

- Issue, on average, at least one news release or media advisory per week
- Follow-up, follow-up, follow-up on news releases/pitched stories
- Build positive relationships with editors and business & feature writers
- Identify opportunities for follow-up (“one year later”) or feature stories
- Pitch heavily to targeted media - stories which have the potential for national or worldwide coverage
- **Cluster Market Leaders are to provide draft copy pertaining to their respective Clusters once per quarter.** Copy can include pieces such as: white papers, article, or information on new innovations. The Marketing Unit will edit the copy for content and submit to publications as appropriate.
- Order or create in-house reprints of stories advantageous to DEDO; place these reprints in promo kits as appropriate, and post the article/link onto our website

Earned Media Goals:

- Positive earned media coverage in a minimum of 3 national publications (magazines) and 2 major market newspapers for FY 2008
- Generate FY 2008 earned media value of \$5 million

Announcement Events:

Announcements regarding new or expanded business are part of the earned media category. As per Governor Minner's directive, we will have at least one economic development announcement per month.

- For announcement events, the Marketing Coordinator will serve as the project manager. The Marketing Coordinator will tend to all event details and remain up-to-date on “who's doing what” for each individual event. Some events may require our full attention; others may include our involvement on a peripheral level. The Marketing Coordinator will attend to details and ensure the project's completion.

Sponsorships:

The Marketing & Communications Unit will develop an internal committee that meets once per quarter to review sponsorship requests. The committee will approve those sponsorship requests which best align with our office's mission. Specific funds will be set as a line-item for each fiscal year. Once these funds are depleted in a given fiscal year, any additional desired sponsorship will not be approved.

Paid Advertising

Paid advertising will encompass television, radio, billboards, online, and print.

The Tourism Cluster paid advertising plan is presented in greater detail in a separate document. (some components are included here)

Television:

1. Tourism TV Commercial (Winter/Spring/Fall 2007, Spring 2008)

Radio:

Local News/Talk stations (WDEL, WILM, WGMD, WDOV)

1. Tech-Based Seed Fund/ETC/IP New Business Creation program (Fall 2007)
2. Capital Resources – Promoting financial programs to help build business – Depending on cost and availability, this promotion will either be a produced :60 spot that runs 6a-6p or a :10 tag sponsoring the business report on targeted stations. We may have an opportunity to do both, as a :30 or :60 spot may accompany tag on some stations. (Winter 2008)

Outside Delaware:

3. Workforce Development – Recruit new Delaware employees. This campaign will coincide with the Infrastructure & Intergovernmental Relations Unit's BRAC outreach effort, targeting those employees relocating to Aberdeen from Ft. Monmouth, NJ (Various radio format stations - Sep/Oct 2007; Winter/Spring 2008)
4. Tourism – Promoting Delaware as a vacation destination (CHR radio format – Early Spring 2008 – Markets: NYC (northern NJ); Washington DC; Baltimore; Harrisburg)

Outdoor Advertising (Billboards):

1. Tourism – Along I-95 in Washington, DC and Baltimore, New Jersey (possibly) (Winter/Spring 2008)
2. Workforce – Promoting employment opportunities - Northern NJ (coinciding with BRAC); Eastern Washington, DC suburbs & South and Eastern Baltimore suburbs (Fall 2007/Winter 2008)
3. Cluster support image boards – “Did you know this is made in Delaware?” (i.e. Durango, Solstice) – In-state boards along I-95 (Fall)

Online Advertising:

1. Marketing & Communications Unit will explore online opportunities to promote job opportunities and Delaware as a business location destination (i.e. wsj.com; forbes.com – Winter/Spring 2008))
2. Tourism (detailed in separate document) – washingtonpost.com; budgettravel.com; Travelocity.com(possibly) (Fall 2007/Spring 2008)

Print:

1. The Marketing & Communications Unit is exploring targeted publications and will create a comprehensive schedule based on select publications' 2008 editorial calendar, which is expected from most publications by September 2007. These publications, and potential (or, in select publications, current) advertising campaigns, include the following:
 - Area Development magazine
 - i. Delaware's highly skilled workforce
 - ii. Foreign Trade Zone (at Port of Wilmington)
 - iii. Business location
 - Black Enterprise magazine
 - i. Tech-Based Seed Fund/ETC/IP New Business Creation program
 - Business Week magazine
 - i. Delaware's workforce
 - ii. Tech-Based Seed Fund/ETC/IP New Business Creation program
 - Entrepreneur magazine
 - i. Tech-Based Seed Fund/ETC/IP New Business Creation program
 - Expansion Management magazine
 - i. Business location
 - ii. Foreign Trade Zone
 - iii. Business Location
 - Site Selection magazine
 - i. Business location
 - ii. FTZ
 - Wall Street Journal, Fortune, & Forbes magazines (very expensive – will review)
 - Plastics News
 - i. Trade publication for Automotive Cluster
 - Various tourism niche publications
 - i. Separate document – detailed for Tourism Cluster
 - Local/regional publications (News Journal, State News, Philadelphia Inquirer, local business journals)
 - i. Tech-Based Seed Fund/ETC/IP New Business Creation program
 - ii. As needed to promote specific events
 - Cluster-specific trade journals

Direct Mail:

1. Tech-Based Seed Fund/ETC/IP New Business Creation Program – Direct mail collateral piece sent to targeted market to help promote the program. Target markets: Business and technology college professors; CPA's; attorneys
2. Health Sciences Cluster – Collateral direct mail piece targeting medical device and instrumentation companies as well as suppliers and end users of products/services

Non-Traditional Advertising:

1. Philadelphia International Airport (static sign within airport)
 - a. Tourism promotion (consumer-based)
2. Tech-Based Seed Fund/ETC/IP Program – The Marketing & Communications Unit is exploring non-traditional methods of promoting this program – i.e. sponsorships, airport kiosk advertising
3. Airline Advertising - With a high percentage of worldwide airline passengers traveling for business, we will explore options of airline advertising. Airlines are seeking new ways to generate revenue and, as such, have begun selling advertising space on tray tables and in video form. We are exploring options in airline advertising and will pursue this non-traditional method if it is cost-effective and can demonstrate that it effectively reaches our target audience.

Personal Selling

- Cluster Sales Force
 - Generate at least 3 qualified leads at every trade show attended
 - Recruit business into Delaware as per individual sales goals
 - Cluster Leaders will successfully engage at least 5 business prospects to visit Delaware with a close rate of 2 out of 5 (2 businesses out of the 5 will locate in Delaware)

Sales Promotion

Trade Shows:

All trade show attendees MUST demonstrate at least 3 confirmed non-Delaware prospect appointments per day BEFORE departing for the show. Additionally, all attendees must return from the show with at least 3 qualified leads.

- 1. Automotive Cluster**
 - a. PlasTEC West, Anaheim, CA - January 29-31, 2008
 - b. MassPlastics, Fitchburg, MA - March 26-27, 2008
 - c. PlasTEC East 2007, New York, NY - June 2008
 - d. NPE, Chicago, IL – June 22-26, 2009
- 2. Banking, Financial Services, & Insurance Cluster**
 - a. Blue Ribbon Hedge Fund Symposium, New York, NY - September 24-25, 2007
 - b. Private Equity Roundup, New York, NY - October 18-19, 2007
- 3. Chemistry & Advanced Materials Cluster**
 - a. None scheduled
- 4. Biotechnology Cluster**
 - a. Contract Pharma Conference, New Brunswick, NJ – September 18-19, 2007
 - b. American Association of Pharmaceutical Scientists Annual Meeting, San Diego, CA – November 11-15, 2007
 - c. BIO International Convention, San Diego, CA – June 17-20, 2008

5. Health Sciences & Medical Devices Cluster

- a. AdvaMed Conference, Washington, DC – October 1-3, 2007

6. Tourism Cluster

- a. Addison Travel Show, Toronto, Canada – September 26, 2007
- b. Sports TEAMS Conference, Louisville, KY – October 23-27, 2007
- c. National Assoc. of Sports Commissions – April 22-24, 2008

7. Centers of Excellence:

a. Infrastructure & Intergovernmental Relations

- IEDC, Phoenix, AZ – September 16-19, 2007 (no leads required)
- IAMC, St. Louis, MO – October 6-10, 2007 (professional development)
- CoreNet Global Summit, Atlanta, GA – October 28-31, 2007

b. Emerging Technology/Small Business

- IP Law Annual Meeting (“LES”) – October 14-18, 2007 (tentative)

c. Workforce Development

- College campus recruitment activities – specific job fairs/recruiting visits TBA
- DOL Annual Employer Conference, Wilmington Riverfront, May 2008

Cluster-specific Projects:

• Automotive Cluster:

- Update Delaware Automotive Cluster Alliance (DACA) brochure
- Create collateral targeting plastics industry

• Banking, Insurance, & Financial Services:

- Promotional effort to support newly adopted legislation, HB 214. HB 214 greatly enhances Delaware’s competitive advantages for attraction of captive insurance firms. Cluster will work closely with the Delaware Captive Insurance Association to promote this new legislation through symposiums targeting captive insurance company stakeholders (i.e. attorneys, accountants).

• Biotechnology & Life Sciences Cluster

- Promote Cluster at targeted events; create image ads to promote Cluster in industry-specific publications

• Chemistry & Advanced Materials Cluster:

- Delaware chemistry company alliance (CAMA) image public relations effort – Work with outside vendor to positively promote and improve the public’s perception of Delaware’s chemistry industry

• Health Sciences Cluster:

- Newly created Cluster will engage in PR efforts to mobilize Cluster companies and identify priorities and initiatives

- **Tourism Cluster:**

- Advertising plan targeting consumers outlined in separate document

Collateral Materials:

All collateral materials will be designed with the end user in mind – our customers and prospects. Every piece will be created from the standpoint of the buyer – in other words... I'm an out of state company, what is it about this piece that would entice me to consider moving my business to Delaware? Every piece will answer the "what's in it for me?" question from a buyer's perspective. All pieces must convey Delaware's value to the end user.

Printed Pieces:

- **Current Collateral** - Marketing team will review all current print collateral materials to determine needs. Some pieces may be consolidated, others may be eliminated, most of it will be done electronically. Ultimately, all Clusters and Centers will have updated collateral – most of it will be done electronically, depending on need and cost and to ensure the ability to keep the material current. All collateral will have a consistent look and feel.
 - TBSF/ETC/IP
 - Funding programs
 - IRB programs
 - Annual Report
 - Small Business Development Program
 - ETC/IP Conference
- **Cluster Sales Collateral** -
 - To identify the Cluster Market Leaders' specific needs, we worked together to determine how they disseminate information to clients and prospects. We identified three prospect contact levels and will develop the following collateral to address each level:
 - Electronic brochure – We will develop a "Delaware overview" electronic brochure that describes Delaware's core competencies and speaks to why a company should consider locating in Delaware.
 - Electronic Cluster-specific brochure – We will develop electronic pieces for each cluster that details specific information for the respective cluster. This piece can be emailed and will also be available in a format that can be printed for use in a hard copy sales kit.
 - We will create an overarching "Why Delaware" sales media kit folder. This high caliber piece will contain a pocket for specific sales materials (presentations, biographies, etc.). The folder can include a flash drive, embossed with the DEDO logo, which will contain the electronic brochure.
 - Distribution:
 - Cluster leaders to email/mail/hand deliver to all prospects

- Cluster Alliance members (DACA, Chemistry Cluster Alliance)
 - Electronic version (pdf) available on website
 - Targeted completion: September 2007
- **Promotional Sales Kit** - The Marketing & Communications Unit will create marketing materials to be included in the sales kit folder (as outlined previously). The Marketing Unit will also have an inventory of prepared promo kits. This promo kit will contain sales-oriented collateral materials, earned media reprints, and biographies of key staff as pertinent to a specific project/prospect. We will create a “sales kit request sheet” where Cluster and Centers leaders can request specific staff bios and certain documents pertinent to the individual project, but necessarily contained in the general kit.
 - This kit will contain updated information from Industry Research. We will produce a template for the following information sheets, which will also be available electronically on our website:
 - Delaware Economic Overview
 - Delaware Data Sheet
 - Delaware Property Tax Report
 - Delaware Green Energy Programs
 - Delaware Visitor Profile
 - **Distribution:**
 - Business prospects (if not sent electronically)
 - Sales presentations
 - Trade shows
 - Delaware-based businesses, as appropriate
 - Speaking events, as appropriate
 - Targeted completion: September 2007 (pieces to be added as completed)
- **DEDO “Playbook”** – We will develop a “playbook” that touts Delaware’s economic development successes as announced by third parties (i.e. Delaware ranks #1 in Industry Investment in R&D, according to the 2007 State New Economy Index, Kaufman Foundation/ITIF).
 - Distribution: Trade shows, sales kits, events as appropriate.
 - Targeted completion: September 2007
- **HMC Brochure** - We will develop a brochure that specifically addresses the advantages of creating a Headquarters Management Corporation in Delaware. This piece will be highly targeted to a distinct audience of management firms, attorneys, IP representatives.
 - We foresee this piece to be designed as a self-mailer that can be sent as direct mail or used as a leave-behind piece.
 - This piece will specifically speak to:
 - Chancery Court & Technology Court
 - Advantageous location
 - Economic development opportunities
 - Delaware as an R&D leader with a workforce experienced with patents and intellectual property

- **Distribution:** (targeted distribution to be further defined at project inception)
 - Direct Mail / Leave-behind piece
 - Targeted completion: October 2007
- **Workforce Development Brochure** - To accompany the “I Am Delaware” workforce recruitment video, we will develop an employee recruitment brochure. This piece will contain facts, figures, and pertinent information on why a potential employee should strongly consider a move to Delaware.
 - Distribution:
 - Will accompany “I Am Delaware” DVD, distributed to Delaware companies who are actively recruiting employees from other states
 - Available on DEDO website
 - Workforce recruitment activities and events
 - Target completion: October 2007
- **Delaware State Chamber of Commerce Directory** – DEDO insert will be revamped to be more reader-friendly, with greater emphasis on charts, graphs, and photos rather than extensive text. This same piece will be used for Cluster collateral development
 - Distribution:
 - Chamber staff for prospective Chamber members
 - Trade shows, speaking engagements, as appropriate
 - Target completion: August 2007
- **Print Ads** - We have a definite need to create targeted, creative ads for Delaware’s competitive advantages, Clusters and Centers (as needed).
 - These ads will be created with a consistent look and feel that address the needs of the end user.
 - The ads will be designed so that they can easily be resized for various sized buys.
 - This format will apply for those pieces produced for only a one-time or limited use – i.e. direct mail pieces; flyers for specific shows, projects, or initiatives
 - Target completion for all: November 2007 (or as needed)
- **PowerPoint Template** - We will create a standardized template for officewide use. The first few slides will contain standardized DEDO information for use in almost all presentations. The remaining slides can be customized for individual Cluster/Center use.
- **Presentation Displays** - We will create, as needed, displays or models to be used for prospect presentations:
 - Models of downtowns
 - Various maps – airport locations (additional infrastructure as needed), available site locations
 - Technology/Business/Industrial Parks – models and maps (i.e. Garrison Oak, White Hall, etc.)

- **Marketing Promotional Items** – We will produce, with an outside vendor, various promotional items to be used at trade shows and with prospects. Suggested items include:
 - Delaware first-class stamps
 - Delaware pre-paid EZ Pass “business cards”

Trade Show Displays:

- DEDO has refreshed its current trade show displays (completed May 2007). The new displays are in a “window shade” format for ease of use. Each “window shade” can be used alone or in conjunction with other pieces, depending on the nature of the trade show. Each piece compliments the others in look and feel to create symmetry when multiple displays are used.

Photography:

- DEDO has a need to update its current photography stock. Currently, the stock is very heavy on tourism. DEDO has a need for more “business and industry” photographs for use on the website and in print materials and trade show displays. DEDO’s current Publications & Website Coordinator is a professional photographer and he will produce these photos for the office.

E-Marketing/Interactive Media

Push Marketing:

DEDO Website:

- Current research indicates that the primary portal for corporate executives, real estate specialists, and site selectors is the Internet. These individuals are looking for key information on websites in order to create their “short list” of potential business location sites, long before they show up on the “radar screens” of states or other entities.
- DEDO will update the content and look of its current website. The goal of the new website is to be a “one-stop-shop” for individuals seeking information on Delaware’s competitive advantages, economic initiatives, industry clusters, economic data, business climate, infrastructure, and business-related costs. The site will serve as a valuable resource for current and prospective Delaware businesses.
- The Department of Technology & Information has given us permission to deviate from the current look below the header. The header will stay in place to maintain consistency with all state agency sites and allow for easy navigation between agency sites.
- Expected completion for launch – October 1, 2007
- **Small Business Blog on the website:**
 - We will develop a blog on our updated website where small business owners can share and learn best practices from other small business owners

Tourism Website:

- The tourism website was overhauled and the new site launched in October 2006. The new site offers increased functionality and is very user friendly.
- The website has an expanded Calendar of Events area, where Delaware attractions can post their event. DEDO approves or rejects the posting (most are approved). This practice allows for more accurate and real-time information as opposed to the former printed Calendar of Events brochure. Attractions can also post a link to their own website from ours, a feature obviously not available in the print method. Attractions can now also – and are required – to submit a photo of their attraction or event to help stimulate interest. This, too, is a feature not available in the former print version. Website visitors can create their own customized vacation itineraries with our “Trip Planner” feature, which also provides a map and suggested route for each attraction selected.
- As a result of increased promotion, especially with the launch of the television campaign on February 23, 2007, we have seen a marked increase in the number of unique visitors. The number of unique visitors has increased from 20,095 in December 2006 to 43,135 in July 2007 – an increase of over 114%!
- We will continue to update the site and explore new technology that will enhance the site.
- **Tourism Blogs on the website:**
 - We will explore the possibility of adding tourism blogs to the website. Here’s how it would work:
 - With input from our tourism partners, we’ll identify individuals to serve as the blog writers for each tourism niche – arts & culture, history & heritage, sports & gaming, outdoor recreation, and dining & shopping. The blog writers visit a specified number of attractions each month and write a blog about their experience. The Tourism Office will pay the admission fee for the blogger. The Tourism Office will review the blogger’s work prior to posting, but would alter or reject the posting only for inappropriate language or content.

E-Newsletter (Viral Marketing):

- DEDO will continue to create and disseminate a monthly e-newsletter, which was restarted in December 2006. The e-newsletter is sent to all email addresses in the ACT database, adding subscribers regularly. The e-newsletter is designed with the end user in mind – what will readers find of value? The e-newsletter highlights current DEDO activity, including, but not limited to, business creation or expansion, awards, appointments, publishings, and speaking engagements.
- The e-newsletter is archived monthly on the DEDO website.

Podcasts/Online Video Testimonials:

- DEDO will explore possibilities for Podcasts and online video testimonials to be featured on the website.
 - Possible video testimonials:
 - Top executives of businesses that DEDO has assisted
 - Video of groundbreaking/ribbon cuttings with Governor
 - Members of each individual cluster association

RSS:

- We will explore this new technology to determine appropriate applications.

DEDO Staff Biographies (Online and print):

- A professional photographer has taken photos of every DEDO staff member.
- These photos will be used for staff biographies, which will be placed in all media kits and posted on the DEDO website. The Marketing & Communications Unit will create a standard one-page template for the bios. We will initially create bios for senior leadership and the Cluster Market Leaders, ultimately leading to bios created for the entire staff.

DEDO Values (Online and print):

With full staff input, DEDO recently completed an exercise with the aid of a consultant to identify and name our office-wide values. As a memento to staff, and a reminder of their hard work, we will create a display and showcase our values in our office lobby. Additionally, we will post our office values on the new DEDO website for the benefit of our clients and prospects. Target completion is September 15, 2007.

Streaming Video Piece:

Based on the latest information from site selectors and corporate real estate executives, one of the top three necessities for a company to consider a location is the availability of a skilled workforce, either one that is already in place or an ability to recruit skilled workers from other states. Delaware enjoys an unemployment rate averaging around 3.4% - both a blessing and a curse. With numerous states experiencing low unemployment or an outward population migration, we must get innovative in our methods to recruit knowledge workers. We need to design a piece, again, with the end user in mind. What's going to attract a new college graduate to Delaware? Why should a Midwestern father uproot his family and move to Delaware? Sure, the company he's interviewing with is great, but will his family be happy in Delaware? Are there opportunities for them?

There are 2 primary questions a family will answer before deciding to make an employment-related long distance move:

1. Will we feel welcomed in this new community?
2. Are there people in the community who "look" like us (not only in ethnicity, but also with a similar socioeconomic status)

Families answer these questions by evaluating the new community's educational system, transportation infrastructure, housing stock, amenities and attractions, opportunities for other family members, and employment growth opportunities.

We will address this pressing workforce issue by producing:

"I Am Delaware" Streaming Video/DVD

With the help of an outside vendor, we will produce a streaming video piece which will be available on our website or burned to a DVD upon request. The video content will feature local, everyday people, preferably those who have moved to Delaware from elsewhere. Through featuring “everyday” people, viewers see those to whom they can relate as well as those with whom they may potentially interact. The cast will not be scripted, but rather will be asked “why do you love your job here in Delaware?” Potential cast includes:

- Delaware’s 2006 Teacher of the Year
- A Wilmington DART bus driver
- A local Realtor showcasing a new housing community
- A lifeguard at Rehoboth Beach
- The spouse of someone who moved to Delaware for a new job
- A Chemist who can discuss how his job contributes to the future
- Governor Ruth Ann Minner, demonstrating that, despite personal adversities, tremendous opportunity exists for all in Delaware

Again, the cast will not be scripted. However, each cast member will end his comments by stating his name followed by “I am Delaware” (for example... “I am Governor Ruth Ann Minner, and I am Delaware.”

The target completion date for the piece is October 2007.

Publicity

Earned Media:

To reiterate, our earned media strategy is as follows:

- Issue, on average, at least one news release or media advisory per week
- Follow-up, follow-up, follow-up on news releases/pitched stories
- Build positive relationships with editors and business & feature writers
- Identify opportunities for follow-up (“one year later”) or feature stories
- Pitch heavily to targeted media - stories which have the potential for national or worldwide coverage
 - Tech-Based Seed Fund/ETC/IP New Business Creation Program
- Order or create in-house reprints (with permission of the publisher) of well-written, favorable stories; place these reprints in sales kits; and post the article/link onto our website
 - Shelf-life of earned media pieces will be determined on a case-by-case basis

Radio Public Service Announcements (PSAs):

Given the FCC requirement that radio stations must periodically air free public service announcements, we will seek PSAs or “in kind” airtime from local news/talk radio stations.

- Workforce Development – PSAs will promote DEDO’s workforce training opportunities
- ETC/IP New Business Creation Program
- Capital Access Program
- Pooled IRB’s

Radio/Television Interviews:

We will continue to look for opportunities to showcase our products and services on the local TV and radio talk show circuit – News/Talk radio stations; Comcast Newsmakers; WHYY.

- The Director will serve as the primary interview spokesperson; the Deputy Director will serve as the spokesperson as needed.
- Cluster and Centers leaders may join the Director and Deputy Director as appropriate
 - Expected topics we'll pitch include:
 - DACA and its role in promoting the automotive cluster
 - Kirkwood Hwy Base Closure
 - Tech-Based Seed Fund/ETC/IP Program
 - Workforce Development programs
 - Economic impact of tourism

Standardized Speeches:

- We will create standardized “canned” speeches that can be easily customized for various speaking events. Key points will be created that will be incorporated into almost every speech. This allows for a consistent message as well as a more efficient process for crafting speeches for numerous engagements.

Projects by Unit

DEDO Overall / General:

- NASCAR skybox suite
- Open Door for Business events
- Image print ads (publications such as Forbes, Fortune, Wall Street Journal – if within budget)
- Image online ads
- Image/Cluster support outdoor (billboards)
- Sales collateral/sales kit
- DEDO Playbook
- HMC Brochure
- Delaware State Chamber of Commerce insert
- Presentation displays (models, maps)

Clusters:

- **Automotive Cluster:**
 - Plastics News print ads
 - DACA brochure update
 - Plastics industry collateral
 - Trade Shows:
 - PlasTEC West, Anaheim, CA - January 29-31, 2008
 - MassPlastics, Fitchburg, MA - March 26-27, 2008
 - PlasTEC East 2007, New York, NY - June 2008

- NPE, Chicago, IL – June 22-26, 2009
- **Banking, Insurance, & Financial Services Cluster:**
 - Collateral targeting hedge fund and private equity firms
 - Delaware Captive Insurance Association promotion of HB 214
 - Trade Shows:
 - Blue Ribbon Hedge Fund Symposium, New York, NY - September 24-25, 2007
 - Private Equity Roundup, New York, NY - October 18-19, 2007
- **Biotechnology & Life Sciences:**
 - Industry image ads:
 - Science magazine
 - Nature magazine
 - Trade Shows:
 - Contract Pharma Conference, New Brunswick, NJ – September 18-19, 2007
 - American Association of Pharmaceutical Scientists Annual Meeting, San Diego, CA – November 11-15, 2007
 - BIO International Convention, San Diego, CA – June 17-20, 2008
- **Chemistry & Advanced Materials:**
 - Industry image advertising and earned media
- **Health Sciences & Medical Devices:**
 - Image advertising and earned media
 - Trade Shows:
 - AdvaMed Conference, Washington, DC – October 1-3, 2007
 - Pharma Med Device, Philadelphia, PA – March 26-28, 2008
- **Tourism:**
 - Advertising campaign – under separate cover
 - Trade Shows:
 - Addison Travel Show, Toronto, Canada – September 26, 2007
 - Sports TEAMS Conference, Louisville, KY – October 23-27, 2007
 - National Assoc. of Sports Commissions – April 22-24, 2008

Centers of Excellence:

- **Capital Resources:**
 - TBSF/ETC/IP
 - Radio ads
 - Direct mail collateral
 - Printed collateral
 - Non-traditional advertising (potential airline/airport advertising)
 - Print ads:

- Business Week magazine
 - News Journal/Business journals/State News
 - Finance programs/Pre-Venture Fund
 - Printed collateral; possible radio ads
 - Foreign Trade Zone (Port of Wilmington)
 - Print ads:
 - Expansion Management magazine
 - Site Selection magazine
 - Area Development magazine
 - IRB promotion
 - Collateral, print ads as needed
 - Specific event promotion
 - Collateral, radio, print ads as needed
- **Infrastructure & Intergovernmental Relations:**
 - Site Consultant visits
 - Site Consultant FAM tours
 - Business location print ads:
 - Fortune, Forbes, Wall Street Journal (if within budget)
 - Trade shows:
 - IEDC, Phoenix, AZ – September 16-19, 2007 (no leads required for this conference)
 - IAMC, St. Louis, MO – October 6-10, 2007 (professional development)
 - CoreNet Global Summit, Atlanta, GA – October 28-31, 2007
- **Workforce Development:**
 - Employee recruitment
 - Radio ads
 - Outdoor (billboards)
 - Online
 - Print ads
 - Area Development magazine
 - Business Week
 - Regional newspapers (northern NJ, additional target markets)
 - Site Selection magazine
 - Workforce recruitment DVD & accompanying collateral piece
 - Campus recruitment activity
 - DOL Annual Employment Conference
- **Entrepreneurial & Small Business Development:**
 - TBSF/ETC.IP Direct Mail (same piece as for Capital Resources)
 - ETC/IP Conference & Business Plan competition
 - ETC-specific collateral
 - LES (patent attorneys) Annual Meeting, Vancouver, Canada, Oct. 14-18 (tentative)
 - Print ads targeting minority and female entrepreneurs

- Black Enterprise magazine
- Hispanic business magazine(TBD)

Degree of Market Exposure

Our overall objective for market exposure is to be selective. Each marketing component will be highly targeted; promotional strikes will be quick and very intense. Again, we are not looking to be all things to all people. The Cluster and Centers targets will be clearly defined and materials will be prepared with the needs of this end user in mind.

Who Will Do the Work

This section examines the promotion work to be done in-house, and by whom, and the work to be outsourced. (For internal use only.)

Public Relations Outreach/Scheduling: PR Specialist/Media Relations Manager/Senior Leadership/Cluster Leaders

Earned Media: News Releases & Pitches: Media Relations Manager/PR Specialist
Radio/TV Interviews: Media Relations Manager/PR Specialist
Tourism: PR Specialist

Announcement Events: Marketing Coordinator/Marketing & Communications Unit

Paid Advertising Buys: Marketing & Communications Director/PR Specialist/Marketing Administrative Assistant (research)

Trade Show Display Materials (administration/management): Marketing Coordinator/Marketing Administrative Assistant

PowerPoint Template: Website & Publications Coordinator

Collateral Pieces:

- Direct Mail Piece: Website & Publications Coordinator
- Cluster Sales Brochure: Website & Publications Coordinator
- Print Advertisements: Website & Publications Coordinator
- HMC Brochure: Website & Publications Coordinator
- State Chamber Directory Insert: Website & Publications Coordinator
- DACA Brochure: Website & Publications Coordinator
- Workforce Development Brochure: Website & Publications Coordinator
- Media Relations Manager and PR Specialist will edit all written material (submitted by respective units)

Trade Show Displays/Banners (creation/purchasing): PR Specialist/Marketing Coordinator

Sales/Media Kit Creation/Dissemination: PR Specialist/Administrative Assistant

Tourism Website Promotion: Marketing & Communications Unit

E-Marketing:

- DEDO Website: Website & Publications Coordinator /Outside vendor assistance on some functionality features
- Tourism Website Maintenance: Website & Publications Coordinator /Archer Group
- Tourism Blogs: PR Specialist/ Website & Publications Coordinator
- E-Newsletter: Website & Publications Coordinator /Media Relations Manager
- Podcasts/Online Video: Website & Publications Coordinator

DEDO Staff Biographies: Media Relations Manager/ Website & Publications Coordinator
(template design)

Workforce Development DVD: Marketing & Communications Unit/Workforce Development
Center of Excellence (outside vendor to produce)

Standardized “Canned” Speeches – Media Relations Manager

Data and Projections

Costs

Delaware Economic Development Office – 2007-2008 Marketing Plan

Estimated project budget, sorted by Unit:

PROJECT:

ESTIMATED COST:

GENERAL

DEDO Overall / General	
NASCAR Skybox Suite	\$120,000
Open Door for Business Events (2 per year)	\$6,000
Delaware image print ads and promotional items	\$85,000
Delaware online ads	\$40,000
Image/Cluster support outdoor (billboards)	\$30,000
Delaware State Chamber of Commerce insert	\$17,000
Event sponsorships	\$60,000
Governor’s business announcement events	\$20,000
DEDO website upgrades	\$15,000

General Printing	
Sales kit folders	\$4,500
Data sheet/Sales sheet/Delaware “Playbook”	\$20,000
Cluster-specific collateral	\$25,000
HMC brochure	\$5,000
Presentation displays (models, maps as needed)	\$35,000
Collateral (staff bios, Cluster/Center profiles, case studies)	\$15,000

Subtotal General Marketing:

\$497,500

PROJECT:

ESTIMATED COST:

CLUSTERS

Automotive	
DACA Brochure Update (private sector match currently in place)	\$2,500
Plastics News (print ads)	\$8,000
Trade Shows:	
Plastec West, Anaheim, CA	\$5,000
Mass Plastics, Fitchburg, MA	\$4,000
Plastec East, New York, NY	\$4,000
NPE, Chicago, IL	\$0 for FY 08

Banking, Insurance, & Financial Services	
Financial conferences:	
Blue Ribbon Hedge Fund Symposium, New York, NY	\$2,000
Private Equity Roundup, New York, NY	\$1,800
Support of HB 214 as related to captive insurance companies	\$30,000
Collateral pieces (hedge fund and private equity firms)	\$4,000

Biotechnology & Life Science	
Industry image print ads	\$16,000
Trade Shows:	
Contract Pharma Conference, New Brunswick, NJ	\$4,000
American Assoc. of Pharmaceutical Scientists, San Diego, CA	\$5,000
BIO International Convention, San Diego, CA	\$10,000

Chemistry & Advanced Materials	
CAMA image promotion (private sector match currently in place)	\$10,000

Health Sciences	
AdvaMed MedTech Conference, Washington, DC	\$5,000
Pharma Med Device, Philadelphia, PA	\$3,000

PROJECT:**ESTIMATED COST:**

Tourism	
Paid advertising (separate document, paid from PAT)	PAT
Trade Shows:	
Addison Travel Show, Toronto, Canada	\$2,500
Sports TEAMS Conference, Louisville, KY	\$2,500
National Association of Sport Commissions, Omaha, NE	\$4,000

Subtotal Clusters: **\$123,300**

CENTERS OF EXCELLENCE

Capital Resources	
Tech-based Seed Fund/ETC/IP promotion	\$25,000
-radio, print ads, direct mail, PHL airport terminal	
Finance programs/Pre-Venture Fund (collateral & radio ads)	\$25,000
Foreign Trade Zone (Port of Wilmington) print ads	monies allocated
IRB promotion (ads, collateral)	\$25,000
DEDO/DEDA Annual Report	\$10,000

Infrastructure & Intergovernmental Relations	
Trade Shows:	
IEDC	monies allocated
IAMC	monies allocated
CoreNet Global Summit	\$10,000
Site consultant visits	\$15,000
Site consultant FAM tours	\$15,000

Workforce Development	
Employee recruitment & training collateral and advertising	\$50,000
Employee recruitment DVD	\$35,000
Campus recruitment	\$15,000
DOL Annual Employer Conference	\$750
Employee recruitment collateral to accompany DVD (hard-copy version)	\$4,000

PROJECT:

ESTIMATED COST:

Entrepreneurial & Small Business Development	
ETC/IP Business Plan competition	\$50,000
ETC collateral	\$15,000
ETC/IP Conference / campaign	\$25,000
LES Annual Meeting	\$10,000
Minority business development collateral and advertising	\$25,000
Main Street & downtown business development	funded under PAT

Subtotal Centers: **\$354,750**

TOTAL MARKETING PLAN: **\$975,550**

DEDO Operational Budget (Contractual Services) - FY 2008	
Industry Clusters	\$100,000
Centers of Excellence	\$165,000
Marketing & Communications	\$50,000
Administration/Office of the Director	\$100,000
Operational Budget Total to Support Marketing Plan	\$415,000

Business Development Marketing Monies Needed to Support Marketing Plan **\$560,550**

Implementation/Execution Plan

Please see Gantt chart (internal for Marketing Unit only).

Evaluation and Control/Performance Measures

Please see separate documents (internal for Marketing Unit only).